

Balkans Task Force

Strategic Plan
2000 – 2001



Office of the Under Secretary of Defense
for Policy

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Purpose

The Balkans Task Force (BTF) is a unique organization within the Office of the Secretary of Defense structure. Its responsibilities are not fragmented; it is the singular gateway into the Department for issues Balkan. Empowered by Departmental leadership, the BTF exercises oversight of all policy actions related to the Balkans. Though a task force is normally activated for just a short time span, the BTF has had an extended existence. Consequently, there has never been any attempt to step back and define or document those functions and tasks which the BTF personnel perform so outstandingly. This document is an attempt to do just that.

In this Strategic Plan, you will find two key items relating to the BTF. The first is the codification of the existing structure and functions of the BTF. This coda communicates to present Task Force members, newcomers, and our leadership the sum total of those functions the Task Force accomplishes; it identifies our contribution to the overall DoD mission. The second purpose of this document is to articulate the direction in which the present BTF members feel they must head in the future so as to continue providing the best possible policy support to DoD leadership, the USG, and our international partners. In September 1999 we conducted an assessment of our operation, defined our mission and vision, and searched areas for improvement. Based on the conclusions of that endeavor, as well as feedback from our leadership in consequent briefings, we are generally satisfied that we operate in an efficient and effective manner. However, we realize that there is always room for improvement. This plan provides the necessary roadmap by which the BTF will continue to pursue excellence.

Finally, this Strategic Plan documents the success of an organization which can perhaps provide a mechanism by which to approach the issue of organizational change. The BTF is about “bundled expertise” and thus is able to serve our leadership across the multiple, complicated facets of Balkan issues. This approach facilitates a streamlined process, leading to comprehensive, timely, and accurate results. This plan explains our success, and provides insight into those organizational principles by which the members of the BTF contribute to our Department and our great nation everyday!

Mission

The BTF is a multi-disciplinary policy team that serves as the focal point within the defense community for Balkans issues. The Task Force applies its broad range of expertise to provide comprehensive policy analyses and recommendations to DoD senior leadership and works domestically and internationally to ensure that the leadership's policies are effectively implemented.



Vision

The Balkans Task Force will continue to be the source of expertise and excellence, and serve as the focal point for Balkans Policy in the defense community. The Task Force will shape the development and implementation of USG policies to advance US national interests and contribute to self-sustained peace and democracy in south central Europe. The Task Force will be a model for future crisis management within the Department of Defense.



Customers

Up the Chain

- ASD/ISA
- USD (P)
- SECDEF

Down the Chain

- Theater CINCs
- Unified Commands

Laterally/OCONUS

- NATO
- U.S. Embassies

Laterally/In Town

- Interagency players
- DoD elements with focused effort on:
Humanitarian Affairs, Public Affairs, European & NATO Affairs, Peacekeeping, and Legislative Affairs
- Joint Staff with focused effort on:
J-5/Central & Eastern European Division
- Foreign Embassies



General

- Congress
- Allies
- International and Non-Governmental Organizations
- Media
- Public

Key Processes

There are myriad tasks that the BTF performs on a routine basis to support our customers and fulfill our mission. This section outlines the four **Key Functional Areas** (Policy Development, Congressional Support, Media & Communications, internal BTF Development and Support) and multiple **Key Processes** within each Key Functional Area we execute to accomplish our mission.

In parentheses, beside each Key Process, is the targeted **Customer**.



Policy Development

▪ **Leadership Support**

- Formulate Recommended DoD Positions (*Leadership*)
- Develop Policy Position Papers (*Leadership, Interagency*)
- Prepare Leadership for Meetings (*Leadership*)
- Provide Leaders with Tailored Intelligence, Analysis, Research, and Products (*Leadership*)
- Prepare Trip Books (*Leadership*)
- Provide Daily Updates on Pertinent Issues (*Leadership*)

▪ **Work with Foreign Government Representatives/Attaches** (*Leadership, Foreign Governments*)

▪ **SFOR/KFOR**

(*Leadership, Joint Staff, US Field Commands*)

▪ **Budgetary Issues**

- Interface with OSD Comptroller for Balkans Issues (*Comptroller*)
- Develop Annual Budget (*BTF, Leadership*)

▪ **Forum Representation**

- Interagency meetings/Working Groups (*Interagency, Leadership*)
- USG Delegations (*Other Government Agencies, Foreign Governments*)
- International Issues Group (*Comptroller*)

▪ **Staffing Coordination** (*Interagency/Joint Staff*)

- Coordinate JCS Deployment Orders
(*Joint Staff, Unified Commands*)
- Coordinate Other Office Papers
(*DoD Staffs, Joint Staff, Interagency Players*)
- Operations Planning
(*Joint Staff, Interagency, Unified Commands, SHAPE*)
- Coordinate Lessons Learned from Balkans Operations
(*Leadership, Congress*)
- Guidance Requests
(*US Mission to NATO, Embassies*)



▪ **Monitor:** (*Leadership, Congress*)

- Elections/Legal Reform
- Humanitarian/Refugee Status
- PIFWCs/War Crimes
- Stability Pact
- Demining
- Economic Reconstruction
- Public Security/Policing
- Economic Reconstruction



Congressional Support

▪ **Provide Members and Staff with Briefings**

(*Congress*)

▪ **Prepare Senior DoD Leadership for Testimony**

(*SECDEF, OUSD(P), ISA*)

▪ **Prepare Statements for Congressional Record**

(*SECDEF, OUSD(P), Congress*)

▪ **Draft Congressional/POTUS Reports** (*Congress*)

▪ **Support GAO Inquiries and Evaluations** (*Congress*)

▪ **Congressional Inquiries** (*Congress, GAO*)



Media/Communications

- Conduct Media Interviews (*Media/Public*)
- Support OSD PA Requests (*OSD/PA*)
- Conduct Briefings in Support of OSD
Speakers Bureau (*Public*)
- Outreach (*Military Institutions, Private Institutions*)
- Correspondence
 - Letters to Constituents (*Public*)
 - Letters to NGOs/PVOs (*Private Organizations*)

BTF Development & Support

- Professional Development (*BTF*)
- Security (*BTF*)
- Performance Reports (*BTF*)
- Comms/Computers (*BTF*)
- Morning Intelligence Briefs (*BTF*)

Strategic Objectives

While our mission is a clear statement describing what we do and our vision communicates where we are going, our Strategic and Tactical objectives describe how we are going to achieve our mission and vision. In this section, the reader will also find the Action Items we've undertaken to help us achieve our vision.

Policy Development

Strategic Objective

In accordance with U.S. national interests, ensure USG/DoD Balkans Policy development is proactive and enables our leaders to shape the environment.



Tactical Objectives

- Shape Balkans policy and events by developing proactive policy recommendations, which meet U.S strategic objectives in the region.
- Provide our leadership with tailored, timely, and accurate support that prepares them for their duties. Maintain robust links with our leadership, which provides the BTF with high-level guidance and feedback and enables direct support to them.



- Exercise leadership of departmental Balkans policy development.
- Coordinate Balkans policy with Allies and partners; this encompasses both military and civilian components.
- Maintain close relationships with our customers such as OSD staff, Joint Staff, Interagency Players, International and Non-Governmental Organization field offices.
- Ensure BTF members have full access to all necessary sources of information so that they can develop the most coherent policy recommendations necessary.
- Ensure full spectrum, critical analysis is conducted on all key issues affecting USG/DoD policy in the Balkans.
- Provide other OSD/Joint Staff offices with accurate and timely coordination on Balkans issues.
- In concert with appropriate USG agencies, develop a comprehensive Information Operations strategy for the Balkans that supports overall USG policy in the region.
- Ensure that DoD Balkans policy is accurately represented in all forums in which the BTF participates.
- Ensure all BTF members are given the right level of intelligence support to accomplish their mission requirements.



Congressional Support

Strategic Objective

Engage Congress on the Administration's and DoD's Balkans policies.



Tactical Objectives

- Ensure DoD leaders are prepared to properly inform Congress on DoD policies in the Balkans.
- Conduct appropriate briefings for Congressional members and staffers.
- Support requests for participation in Congressional conferences and colloquies.
- Track Congressional Balkans-oriented appropriations/legislation to ensure USG/DoD equities are represented.
- Ensure DoD resources are available to support USG policies in the Balkans.

Media/Communications



Strategic Objective

Communicate USG and DoD Balkans policies correctly through various media to appropriate audiences.

Tactical Objectives

- Ensure any DoD public spokesperson is fully prepared to address the range of media concerns when requested, with carefully constructed statements which represent DoD Balkans positions.
- Conduct aggressive outreach programs to academic and other professional forums.

BTF Development & Support

Strategic Objective

Our people are our priority resource. Provide the best possible environment in which Task Force members can accomplish their duties most effectively. Promote personal and professional growth.

Tactical Objectives

- Provide an atmosphere that provides for and develops the physical, mental, and emotional needs of each Task Force member.





Actions for Continued Excellence

- Ensure each member continues their professional development and attends seminars, courses, etc. that will facilitate professional growth.
- Ensure each new BTF member is integrated into the Task Force and given the appropriate tools to accomplish their duties.
- Ensure all office members have the appropriate information technology resources to enable them to accomplish their mission in the most effective manner.
- Ensure BTF members adhere to and are educated on all appropriate security guidelines, regulations, and procedures.
- Ensure ASD/PA personnel are fully informed on USG/DoD Balkans policies and have the appropriate Balkans related information to support the media.
- Provide constituents with accurate and timely responses, which address their concerns and clearly communicate USG policy on Balkans issues.
- Prepare BTF personnel to accurately represent the USG and DoD for press interviews and briefings to various audiences.
- Monitor accuracy of USG Balkans policies reported in the media.

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